



JobFitTM executive

Management

John Sample

Sales



Success Pattern: **Executive Manager**
Created: 04-04-2017
Assessment Completed: 04-04-2017
Report Printed: 17-05-2018

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» Management - John Sample

This report provides information which reflects the responses provided by Mr Sample when completing the assessment. This information will be valuable when managing John. By comparing his results to a Success Pattern we can demonstrate areas that will benefit from receiving extra focus. The Success Pattern defines the requirements of the position by identifying the characteristics that will yield success in the position.

This report gives an overview of John. For areas where John scored outside the Success Pattern there will be Management Suggestions. Where he scored within the Success Pattern the insights provided will help give a better understanding of what to expect when working with John. Lastly, the report presents the top interests for John and how to use them to effectively keep him motivated.

The combination of all this information provides the foundation for effective training. Training is essential to develop engaged and effective employees. Although a person cannot change who they are, they can learn to modify their behaviour to address challenging areas within their job. They can also learn to capitalize on areas that are well suited to their job.

At times, change can seem overwhelming, but the following K-S-S approach provides simple, straightforward steps toward growth and change. When reading this report think about how to apply these concepts to improve his performance on the job.

M = **DO MORE** of it. Identify what John already does well and encourage him to do MORE of these items.

L = **DO LESS** of it. As you utilise the information in this report, you may recognise behaviours that bring negative results. This may be an indication of something he should do LESS of.

B = **BEGIN** doing. Have John **START** doing things that will increase his performance on the job. When John is outside the Success Pattern, Management Suggestions are provided for John to **START** doing. These suggestions will help you work with John to improve his effectiveness.

Talent Summary

Mr Sample scored below average on the Reasoning scale. His capacity for learning and applying new information is somewhat limited and he performs best when given clearly defined objectives and step-by-step routines. He may require additional assistance when addressing complicated tasks.

The Interest results of Mr Sample focus on the Financial, Technical and People Service themes. He tends to favour a detailed, analytical and logical approach to work. In addition, he enjoys research and other intellectual pursuits, and he enjoys having opportunities to assist others.

Mr Sample is generally willing to accept, and adapt to, external sources of control. He will work to maintain group harmony, but he will not allow others to take advantage of him. He understands that teamwork is, at times, necessary for producing optimal results.

Mr Sample can be capable of working at a fast pace under routine conditions. He is usually enthusiastic about risk, change and unexpected challenges, unless he identifies reasons to be sceptical. He tends to keep a low profile and he may be slow to assert himself or act with authority.

Furthermore, his average Resilience score indicates he may require occasional encouragement to see particularly difficult tasks through to completion. He likely relies on a limited number of information sources when weighing options for key decisions. John prefers to take his time gathering information before acting, and readily available information may not always be sufficient for him. Mr Sample is likely to request input from others when new and unfamiliar problems arise.

Talent Details

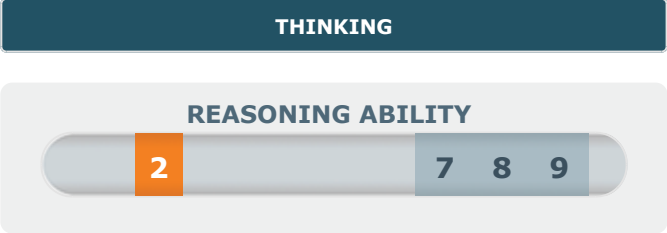
For an in-depth picture of Mr Sample the following page provides detailed information regarding his results. Scores are illustrated on the scale from 1 to 9. High scores do not imply a better score. What is most important is how the scores compare to the Success Pattern. The Success Pattern consists of Thinking and Personality scales. The Interest scales are provided to give insight on what motivates John.

Professional Trait scales provide critical insight into Mr Sample. These behaviours will help you understand his approach to the workplace.

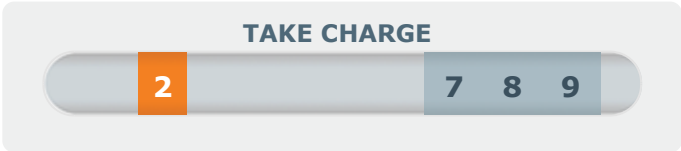
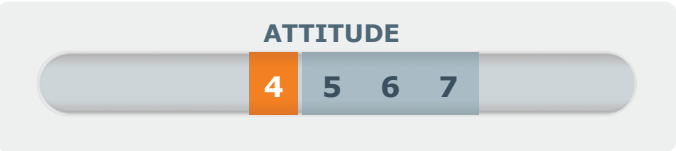
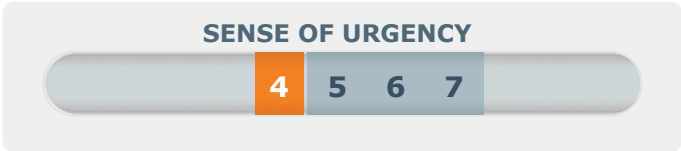
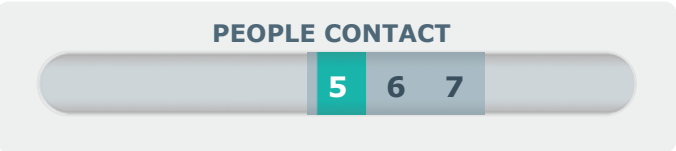


Success Pattern - Executive Manager

The Success Pattern is the darker shaded area on the scale. The scores for Mr Sample are shown in white.

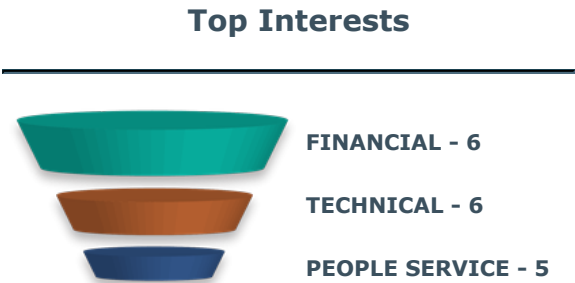


PERSONALITY



Professional Traits

Interest

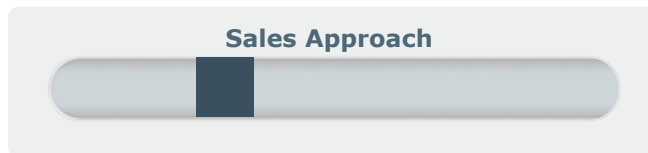


Sales Profile

This section provides insight about John in a sales environment. You will find a description of his approach to sales based on his score. Also provided is more in-depth information addressing areas of importance like prospecting, building & maintaining relationships and closing the sale.



Consultative,
Nurturing



Transactional,
Aggressive

Level of tenacity, perseverance and resilience exhibited in the sales process.

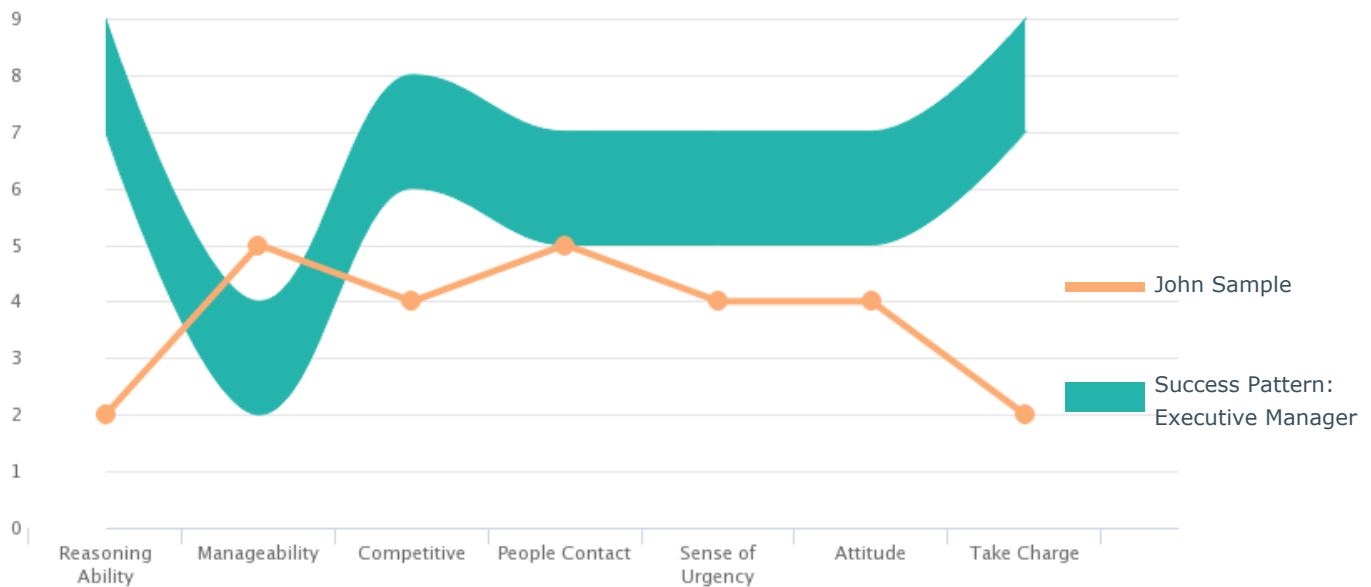
Mr Sample exhibits fewer sales personality traits than the majority of people in this organisational level. He is not typically comfortable acting in the capacity of a salesperson and he may not be very motivated to pursue sales leads. If he must work in a sales environment, Mr Sample may be better suited to an ancillary role.

Sales Behaviours

- Prospecting may not come naturally to Mr Sample. He is likely to be very dependent on outside sources for possible prospects. After giving a presentation, Mr Sample is more willing than most to accept the possibility that making the purchase may not be the best option.
- While John appreciates the support of a group or team, he has the ability to establish and maintain relationships independently. He will generally accommodate his clients' wishes as long as they are not unreasonable. He would have the easiest time managing sales relationships that develop naturally and with few setbacks.
- John usually has the tenacity needed to see the sales process through to the end, provided that major obstacles do not arise. He could benefit from training on certain closing techniques, but he is also able to develop his own methods. His energy may need to be replenished periodically in order for John to be successful during the closing process.

Sales Summary

The graph indicates the selected benchmark and the actual result for Mr Sample.



Reasoning Ability

John may require assistance if required to engage with clients who have challenging needs. In order to perform effectively in his role, he may need step-by-step training in the sales techniques required for the job. Difficult customer problems and advanced sales techniques may be particularly hard for him, so it may be best to have him perform more routine sales processes and simpler sales activities.

Manageability

Mr Sample may wish to approach the sales process on his own terms at times, occasionally deviating from established procedures if he sees them as being unnecessary. Nevertheless, he will accept instruction and recommendations from others when necessary.

Competitiveness

John can function capably in fairly competitive sales environments, but John is concerned with multiple aspects of the sales process, not just moving from lead to lead. He may also prefer to engage with clients on a deeper level in order to listen carefully to their needs.

People Contact

John may prefer to avoid large crowds and sales environments that involve being around many individuals on a constant basis. However, he does like to have at least a fair degree of contact with others, preferably involving a balance of low and high levels of activity with others.

Sense of Urgency

Mr Sample understands the value of closing a sale quickly, but he also realises and accepts that some individuals need additional time and convincing in order to reach purchasing decisions. He could deal effectively with many types of customers, being neither too pushy nor too passive.

Attitude

Mr Sample will be willing to test out new sales tactics, but he will examine them critically in order to see how effective they are. He isn't a particularly pessimistic or skeptical individual, but he doesn't allow his optimism to cloud his judgment concerning things that directly affect the company's revenue.

Take Charge

John may wish to step back and allow others to set the direction of new sales efforts and determine which strategies should be implemented when and where. He generally prefers to leave the projecting efforts to those who are obviously more eager to pursue them.

Management Suggestions

This section is provided for the scales where Mr Sample did not align with the Success Pattern. Managing these areas with John will improve his performance on the job. Management Suggestions are provided as a guide through this process. These activities will help you focus on the things that John needs to Start or Stop doing based on the K-S-S model.



REASONING ABILITY

2

7 8 9

A measure of expected learning, reasoning and problem solving potential.

Mr Sample scored below average in Reasoning when compared to others in this position. This suggests that his ability to learn and apply new information efficiently is less than is optimal for the position. He may find the work to be overly challenging.

Management Suggestions

- Encourage him to ask for additional clarification when he is having difficulty understanding complex instructions.
- Provide Mr Sample with clear, detailed and practical instructions for any of his tasks that involve some significant level of difficulty.
- If necessary, assign John more projects that are lower in complexity until you can accurately determine the extent of his ability to perform everyday tasks on the job.

Insights

- He may require additional time to learn and apply new information and techniques on the job.
- Mr Sample is better able to assimilate new information if given the opportunity to practice it in a real-world setting.
- John typically responds best to clear, concise, step-by-step instructions.

TAKE CHARGE

2

7 8 9

Tendency to strive for control of people and situations and to lead more than follow.

Management Suggestions

- Encourage him to more actively exert influence over group decisions and actions, as opposed to simply remaining passive and going along with the group.
- Discuss with him the possibility of special training to increase his assertiveness.
- Find projects that will give him the opportunity to present himself as a leader and be more assertive.

Having scored below the Success Pattern on the Take Charge scale for this position, Mr Sample may be hesitant to exert influence as often as is preferable for the job.

Insights

- Mr Sample rarely feels the need to influence the direction of projects and other significant undertakings.
- Mr Sample prefers not to exert much personal influence over the group, preferring instead to adopt a more passive role.
- John is generally not comfortable being the primary decision-maker, preferring instead to allow others to take the lead.

ATTITUDE

4

5

6

7

Tendency to have a positive or optimistic outlook regarding people and outcomes.

On the Attitude scale, Mr Sample scored below the Success Pattern for this position. This suggests that he may have a tendency to be more pessimistic than most successful individuals when dealing with others.

Management Suggestions

- Encourage Mr Sample to be open to new people and novel situations.
- Discuss the benefits of being optimistic about new challenges.
- Discuss strategies for maintaining a positive attitude toward change in the workplace.

Insights

- Mr Sample expresses optimism and trust in others in a somewhat guarded manner.
- John may question others' intentions until he gets to know them better.
- John may withhold trust in others until they have proven themselves to be trustworthy.

COMPETITIVENESS

4

6

7

8

Tendency to work toward goals and to try to exceed others' performance.

Mr Sample has a Competitiveness score that is below the Success Pattern for this position. He may be less driven to succeed than is optimal for the job.

Management Suggestions

- Encourage John to stand up for what he thinks are important priorities and point out that he should not allow others to intimidate him.
- Encourage him to view competitive situations as opportunities to advance in the group.
- Discuss ways Mr Sample can defend his opinions more effectively in a competitive environment.

Insights

- John is most likely to act independently if he sees a clear path to success.
- Mr Sample is moderately competitive and he will generally take advantage of opportunities to advance.
- Mr Sample may be quick to challenge others if he feels they are being unduly confrontational.

MANAGEABILITY

2 3 4 5

Tendency to follow policies, accept supervision and work within the rules.

Management Suggestions

- Encourage Mr Sample to be more willing to challenge established rules that are clearly not working as intended.
- Discuss ways John can set his own direction and make his own decisions in the absence of close supervision.
- Discuss with Mr Sample the importance of occasionally asking tough, yet critically important, questions when dealing with individuals in supervisory roles.

Mr Sample scored above the Success Pattern on the Manageability scale for this position. He may be uncomfortable with the degree to which he may be expected to interpret rules and regulations himself.

Insights

- John generally follows policies and accepts supervision, but he will also engage in independent action if given the opportunity.
- In most routine situations, Mr Sample is willing to co-operate with those in positions of authority.
- Mr Sample exhibits an attitude which is typical of most people regarding authority and rules.

SENSE OF URGENCY

4

5

6

7

Tendency to display stamina and an eagerness for immediate results.

Mr Sample scored below the Sense of Urgency Success Pattern for this job. He may not perform as well if his slower work place is inadequate for the job.

Management Suggestions

- Challenge John to be more of a self-starter and point to model employees for reference. Check in with him periodically and give him favourable remarks if you see progress.
- If desired, consider pairing John with other team members who work at a higher pace. He may be able to adopt a similar work approach over time.
- Encourage Mr Sample to set micro goals with strict deadlines and instruct him to treat those goals as seriously as the final deadlines.

Insights

- He is able to meet goals in a timely manner, if given adequate time to prepare.
- He takes pride in working to accomplish goals quickly, but he recognises the need for slowing down and recharging at times.
- John generally has a fast and steady work pace, but he may occasionally need time to refresh energy reserves when the workload is especially intense.

OBJECTIVE JUDGEMENT

1

Tendency to base decisions and actions on hard facts and information, as opposed to intuition

Management Suggestions

- Discuss with John the importance of resisting the urge to act based on gut feel and limited information, and make sure that he understands that even strongly felt conviction does not guarantee that a given action or decision is ultimately appropriate. Encourage him to be more mindful of the options and potential consequences before committing to one path.
- Mr Sample scored low on the Objectivity scale. His tendency to rely on intuition and instinct may result in less data driven decisions. If he manages others, that tendency could also be a source of concern for his direct reports, as decisions are likely to affect them as well. Suggest that he task any direct reports with researching relevant objective information before he makes major decisions.

Insights

- Mr Sample does not put a great deal of effort into deliberating over the pros and cons of a decision.
- John believes that insights gained from intuition can be just as important, and often more important, than insights gained from hard facts.
- Mr Sample believes that it is often necessary to alter the course of decision making if someone has what seems to be an important hunch or insight.

DECISIVENESS

2

Tendency to make timely decisions and be willing to accept the risk.

Management Suggestions

- Mr Sample scored low on the Decisiveness scale. His tendency to collect as much info as he deems necessary to make decisions may cause unnecessary delays. This may cause challenges for any direct reports he may have, and those direct reports could end up performing additional work when their efforts would be better directed elsewhere. Empower him to accept greater risk in the interest of making more timely decisions.
- John is likely to spend time deliberating over details that may not be of immediate significance. You may want to schedule a time to discuss with him which sources are most likely to yield good information while saving some time.

Insights

- John may often change his mind before arriving at a final decision.
- Mr Sample prefers to have as much time as he thinks is necessary for making good decisions, even if this causes delays.
- John has a strong tendency to avoid engaging in risk-taking behaviours.

INDEPENDENCE

1

Tendency to be self-reliant, self-directed and make own decisions.

Management Suggestions

- Mr Sample scored low on the Independence scale. His need for autonomy is rather low, compared to others occupying this position. He is dependent on structure, and he can be expected to often check in with others, including any direct reports he may have. Check in with him and his direct reports on an individual basis to see if that is the case.
- Discuss with John the importance of setting his own direction and taking the initiative to act alone at times. If necessary, remind him that frequently checking in with others may be viewed unfavourably, and it may impact others' ability to maintain good workflow.

Insights

- Mr Sample generally appreciates receiving advice from others, including any direct reports he may have.
- John is particularly dependent on structure when accomplishing tasks and when planning new ones throughout the day.
- Mr Sample appreciates meeting with others to discuss progress and checkpoints in the workplace.

Talent Insights

This section illustrates the abilities and, personality traits that Mr Sample naturally exhibits in his daily interactions based on the results of the assessment. The purpose of this report is to provide a better understanding of what to anticipate when working with Mr Sample and an overview of his natural tendencies. Awareness of one's attributes can be invaluable information when leveraging talent and promoting engagement within the workforce.



PEOPLE CONTACT

5 6 7

Tendency to be outgoing, people-oriented and to participate with others.

Insights

- John can be fairly outgoing, but he may also be more reserved on some occasions.
- He maintains good interpersonal relations and, because of his interactions with others, he likely possesses an adequate understanding of issues that commonly concern team members.
- Mr Sample may be inclined to promote the benefits of working as a group, if asked.

RESILIENCE

6

Tendency to overcome setbacks and to persevere through difficult situations.

Insights

- Difficult tasks may sometimes test his resolve to push ahead and finish them.
- John is usually able to pursue goals to completion, but particularly difficult tasks may test his resolve.
- When he discovers that he has made a mistake, John will normally have the perseverance to try again.

Motivation

A person's actions are often motivated by their interest. This section of the report displays the top three interests for John Sample.

Management Suggestions are provided to help take advantage of the things that interest him most. Use these suggestions to keep him excited about the job and raise his level of engagement.



FINANCIAL

6

Activities that involve the organisation or co-ordination of information, the processing of financial data, etc.

John is motivated by work that involves such activities as record-keeping, monitoring information flow and analysing financial data.

Management Suggestions

- Consider securing special training programs for Mr Sample so that he can pick up additional skills relating to this interest.
- Consider involving Mr Sample in discussions concerning budgets, information flow, record-keeping and related activities, in accordance with his expertise in those respective areas.
- Consider assigning Mr Sample more tasks that call for clerical expertise.

TECHNICAL

6

Activities that revolve around scientific and technical activities, research and intellectual skills.

John enjoys activities that involve researching the theories and applications of various technologies.

Management Suggestions

- Team Mr Sample with others who share an interest in technical activities as applied research.
- As much as possible, provide John with opportunities to work with scientific and highly technical data.
- Assign John tasks that involve working with the latest in computer technology.

PEOPLE SERVICE

5

Activities that involve helping people, tending to the welfare of others, working with others, etc.

Mr Sample strongly favours work that involves supporting others and assisting them in solving problems.

Management Suggestions

- Be sure to invite Mr Sample to assist in the planning and administration of social or charitable events.
- As he gains experience, consider involving John in the process of hiring new employees at, or below, his level.
- When there is an opportunity for Mr Sample to collaborate with others as part of a team, be sure to notify him.